



ingson

SHAPING SOCIAL CARE

# curriculum vitae

## Suzi Ingram

### Service area:

Nationwide

### Role:

Consultant – Children’s Services, Management Development, Practice Improvement

### Qualifications

- MA Management and Leadership
- BA (Hons) Protecting Children
- Diploma in Social Work (DIPSW)
- Post Grad Cert Public Services Management
- Cert in Management Consulting (CMI)
- Certificate ‘Coaching for Success’ (EDEXCEL)
- Certificate in Project Management
- Institute of Leadership and Management Coaching and Mentoring – Level 5
- GSCC registered

As a senior consultant operating in the Social Care field, Suzi has had considerable management and consultancy experience and has specific skills in analysing and solving complex operational issues. Suzi has a depth and breadth of knowledge in many areas of Local Authority management and has a high level of skills in staff management and development. Suzi’s consultancy and management experience and associated analytical and diagnostic skills have enabled her to achieve good outcomes in the projects that she has been involved in. Suzi is very experienced in file review and auditing which informs focused and analytical thinking in relation to practice and process diagnostics.

As a consultant she has been involved in a variety of projects for Local Authorities. These have included consulting on issues such as underperformance in relation to performance indicators, practice processes and organisational structures. Suzi is passionately committed to ensuring that Children’s Services Departments work in an integrated and coherent way that lead to much improved outcomes for children. Her in-depth operational and managerial knowledge enables her to effectively identify problem areas and advise on resolution. She has an engaging and creative approach which enables staff and managers to jointly ‘own’ the improvement process. Her excellent communication and interpersonal skills combined with her relevant academic training and consultancy experience have all been instrumental in the success of INGSON Ltd over the past few years.

Suzi has developed two more specific area of expertise over the past three years. These involve, firstly, diagnosis of problems in relation to front door social care services. This area of work involves all aspects of service review, practice and management improvement and change management. The second area is in management development and INGSON Ltd has been at the forefront of introducing management development centres into social care settings, both in the children’s and adult services field. These events assess management capacity on both an individual and organisational level and have been very successful.

Suzi works closely with his business partner John Hyder-Wilson. The significant and real benefits realised by having Suzi and John working on projects together is now well established. Their approach, thinking and styles are complementary and they get to the heart of often thorny and complex situations in an effective and sensitive manner. All projects have benefitted from this truly holistic approach.

### Suzi Ingram

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### Ingson Ltd

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## Client Experience

Suzi has the following relevant assignment and client experience. Listed below are selected and more recent projects only:

### Design and Delivery of Management Development Centres – Cornwall Children's Services 2007

Providing Development Centre opportunities for Managers throughout Cornwall to understand their strengths and areas for personal development. This project was a result of recommendations made by John and others which identified the critical importance of investing in Managers if change was to be embedded and sustained. Managers benefitted from a two day programme with individual feedback allowing Cornwall to feel confident that the developmental needs of managers are clearly understood.

### Diagnostic and Improvement Project – Peterborough Council 2008

Reviewed practice and systems which involved reviewing a sample of case files and meeting with staff and managers and provided an analysis of issues and recommendations for improvements. Further to this provided staff development events to facilitate best practice understanding.

### Reading Borough Council – Supported Housing Project 2008

Acted as social care advisor to a private sector consultancy involved in a project to assess the housing and care needs of young people with a learning disability. This work involved designing a sophisticated template for information gathering and facilitating focus groups of young people with the aim of seeking their views and ideas about their own needs and requirements

### Social Work Practices Proposal – via Amicus Interim 2008

Working with a private sector organisation to develop a proposal to pilot an independent Social Work Practice in line with the DCSF model. This involved gaining a deep understanding of the SWP model as set out in the DCSF Prospectus and the production of two reports on the benefits and potential problems of running a pilot practice.

### Safeguarding Review – Medway Council 2009

Reviewed Child Protection services, partnership working, management challenge to provide safeguarding board with a critical understanding of practice and areas for development. Involved consultation with staff and managers and reviewing case work and analysis performance data.

### Improvement Projects in Reading and Wokingham 2009

This work was carried out a part of the PricewaterhouseCoopers project commissioned by the DCSF to diagnose and improve Children's Services work in both LAs. Specific work involved assisting both LAs to review their workflow processes and redesign these accordingly. This involved reviewing case files and facilitating workshops with staff and managers. Assistance was provided to managers in relation to clear decision making concerning closure of cases and ensuring the effective management of workflow.

### Management coaching in Luton 2009

This work involved a programme of 1:1 coaching with middle and senior managers undergoing transformational organisational change.



## **Diagnostic and Improvement Project – Isle of Wight 2009**

This piece of work involved reviewing casefiles, systems and processes which informed a thorough analysis of practice and system issues requiring attention. This led to recommendations for improvement. Further work involved reviewing progress and assisted managers understanding of why practice change had not been achieved. Additional support was then provided to challenge entrenched cultures of practice and move practice forward.

## **Management Development Centres – Birmingham 2009**

Creating a bespoke opportunity for managers at Head of Service level to demonstrate their Management skills and competencies. This three day event provided an opportunity for validation of skill and identified areas for development. Commissioned as part of the improvement work on-going within Birmingham City Council

## **Diagnostic and Improvement Project - Southampton City Council 2010**

This piece of work involved the review of front line social work practice and management and the systems and processes which required attention our methodology included case file reviews and focus groups with staff and managers. This led to recommendations for changes in practice. Further work involved ensuring that managers and staff understood the need for change and were motivated to achieve it. Support was then provided to challenge entrenched cultures of practice and move practice forward

## **Independent Safeguarding and LAC Inspection – Gloucestershire County Council 2010**

This involved leading a team of inspectors in a comprehensive programme of activities to replicate the OFSTED process of full inspection. We interviewed elected members Chief Officers, senior managers and staff across agencies. The work involved reviewing case data and files producing a full report to assist the Council in preparing for an imminent full inspection.

## **Development of a Programme to Support Team Managers – Government of the South East (GOSE) 2010**

We were commissioned to develop a portfolio of material designed to support first line managers in Children's Social Care. This was in line with the Task Force recommendations and the work of the CWDC. We produced a checklist for first line managers, a supervision course for new managers, an evaluative tool to assist team planning and a workshop on Performance Management for more experienced managers.

## **Management Development Centres in Children's and Adult Services – Southampton 2010/11**

Creating a bespoke opportunity for managers in Children's and Adult services to demonstrate their management skills and competencies. The three day event provided an opportunity for validation of skill and identified areas for development and will provide the platform for commissioning tailored support for managers who require development.

## **Support with Restructuring – Nottinghamshire Children's Service 2010/11**

Work here concerned the provision of consultation to senior managers engaged with the task of restructuring front door services. Following the agreement of a change programme, the task was to equip staff and managers with an understanding of why practice, systems and processes needed to change and to ensure the smooth implementation of the necessary changes. This project involved reviewing a sample of case files across the service and facilitating workshops with staff and managers.

## **Review of front door and long term social work practice – Nottinghamshire Children's Services 2010/11**

This work involved a review of social work practice and management and associated systems and processes via focus groups with staff and managers and file reviews. This led to a series of recommendations for changes in practice. The next phase of work concerned developing staff and managers via facilitated workshops. Our approach provided rigorous challenge to established practice cultures ensuring that significant change was achieved.



## **Post OFSTED support to Improvement Board – West Sussex 2011**

Work initially involving the design and implementation of a 'Best Practice' approach across all the work of children's social care following a critical OFSTED inspection of Looked After Children and Safeguarding Services. The diagnostic stage involved reviewing case files and engaging with staff and managers from across the service. The second stage of work included assisting in the creation of the operating policy for the new 'front door' and supporting its implementation and also managing a 'closure project' for the longer term teams to ensure that practice remained focused and directed towards specific outcomes.

## **Self Evaluation and Practice Improvement support – Medway 2011**

Providing assistance to Medway in advance of the full OFSTED inspection expected imminently. This involved providing a report giving an independent overview of their own self-evaluation and providing recommendations for implementation. The subsequent stage of this work has involved designing a lean and focused 'Best Practice' approach to ensure that the identified deficits in assessment, assessment analysis and care planning are addressed.

## **Pre 'New Inspection Regime' Support to West Sussex and Nottinghamshire: 2012**

This work has involved reviewing case files – including files held by partner agencies – and speaking directly to social work staff to assess the readiness of the LA for children's services inspection under the new arrangements. These are set out in the 2012 OFSTED document 'Inspections of arrangements for the protection of children'. In this work, we have focused on the outcomes being achieved by professional support, the centrality of the child in all activity and how well the views of children are being incorporated into professional practice. Summary reports have been provided to senior managers.

## **Mentoring and Coaching Support to Managers – Slough Spring 2012**

We have been involved here in the mentoring of first line managers to ensure that the improvements made in Slough in the last year and embedded and sustained. The work specifically involves input on supervision style and content, ways of challenging poor and 'risk averse' practice and ensuring that managers are allowing a culture of professional practice to develop and thrive.

## **Social Care Practice Improvement Project – Cardiff Council 2012**

We have been commissioned by the Deputy Chief Executive to provide expert support and capacity to modernise service delivery for Children in Cardiff. This work has included reviewing a random sample of case files, redesigning the 'front door' to provide a consistent single access point in to Children's Services and the redesign of all electronic exemplars ensuring that they are 'fit for purpose' to assist practitioners and managers in their day to day tasks. We have also been involved in the development of management capacity and capability by ensuring that a culture of performance management is understood and embedded within day to day practice. Finally, we have designed a programme of practice facilitation to ensure that staff understand what 'good looks like' via best practice events.

## **Post OFSTED support to Improvement Board – Blackpool Council 2012**

This involved reviewing a random sample of case files across the service which informed the design and implementation of a 'Best Practice' approach across all the work of children's social care following a critical OFSTED inspection. Additional advice and guidance has been provided in relation to the redesign of the front door into Children's Services. Further support is focused on developing management capacity via mentoring to front line managers.



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## Employment Record

Date	Company Name	Job Title
2003 – Current	Ingsong Ltd	Director – Social Care Consultant
2000 – 2003	West Sussex County Council	Team Manager
1999 – 2000	West Sussex County Council	Senior Social Work Practitioner
1994 – 1999	West Sussex County Council	Social Worker

## Educational and Professional Qualifications

Date	University / Awarding Body	Qualification
2012	University College Chichester	MA Leadership and Management
2010	Institute of Leadership & Management	Level 5 Certificate in Coaching and Mentoring
2009	Edexcel	Certificate in 'Project management'
2008	Edexcel	Certificate in 'Coaching for Success'
2007	Chartered Management Institute	Certificate in Management Consulting
2002 – 2003	University College, Chichester	Postgraduate HR Management
2001 – 2002	University of Brighton	Postgraduate certificate in Public Service Management
1998 – 1999	University of Southampton	Practice Teaching Award
1996 – 1998	University College Chichester	BA (Hons) Child Protection
1992 - 1994	University of Central Lancashire	Diploma Social Work

## Personal Details

Nationality - British

Date of birth - 10th February 1965

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